Defense Acquisition University

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Program Assessment

Presented To

Mr. Frank Anderson
President
Defense Acquisition University

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esenter : John Adams
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Defense Acquisition University, South Region

Purpose and Guidance

Purpose

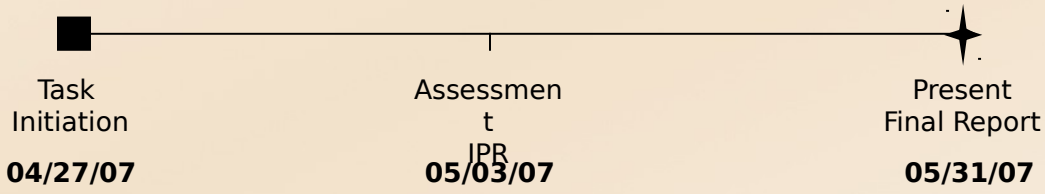
- **Execute an Assessment of the XXXXXXXXXXXXXXXXX System Program**

ORG -1 - Support tailoring Program/Project Management Advisory Group (PMAG) / Independent Peer Review process & develop an approach that meets the needs and constraints of XXXX

Guidance

- Non-Advocate Review
- Cradle-to-Grave (Present State)
- Highlight Program Strengths and Weaknesses
- Identify Program Lessons Learned
- “In-House Review Only”

- Schedule



Assessment Criteria

Backwards Look at the XXXXXXXXX Program from/to

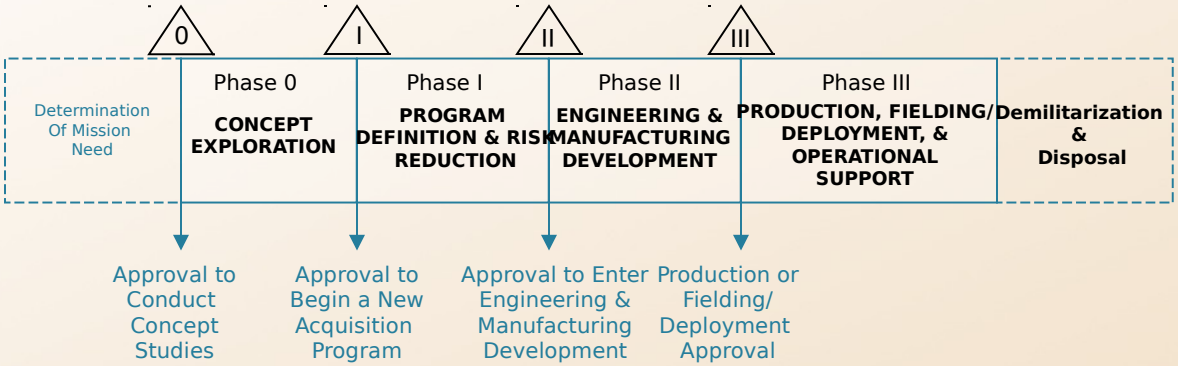
- Design,
- Development,
- Production,
- Fielding

Accomplished according to DoD 5000 series policy and best practices

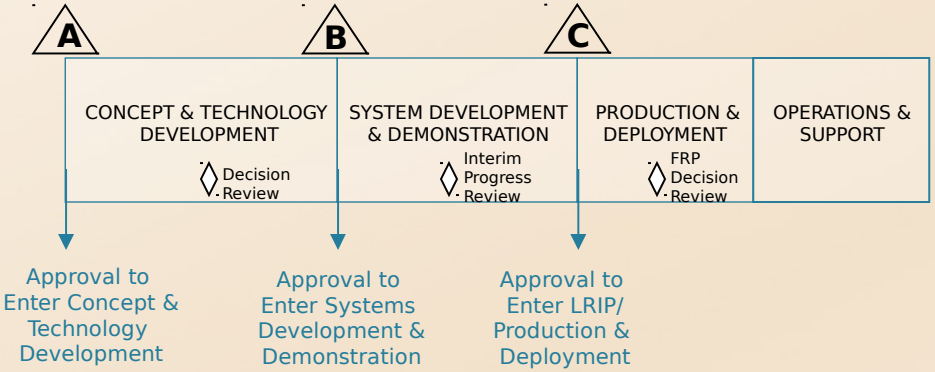
- Qualitative in nature
- DAU Functional Area Subject Matter Experts
- Direction with Program Review – Supplemental (DRAFT)

5000 Series - Acquisition Model

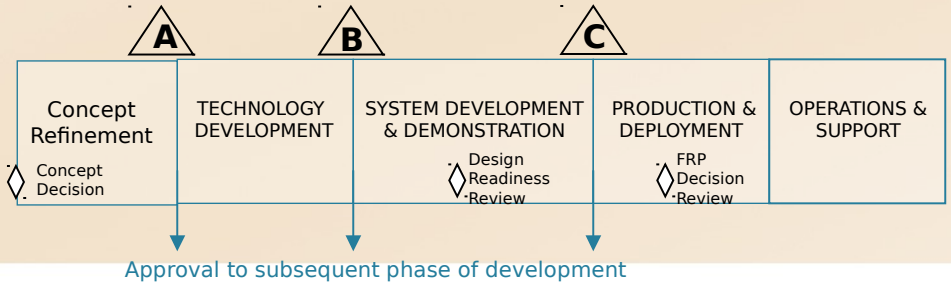
1996



2000

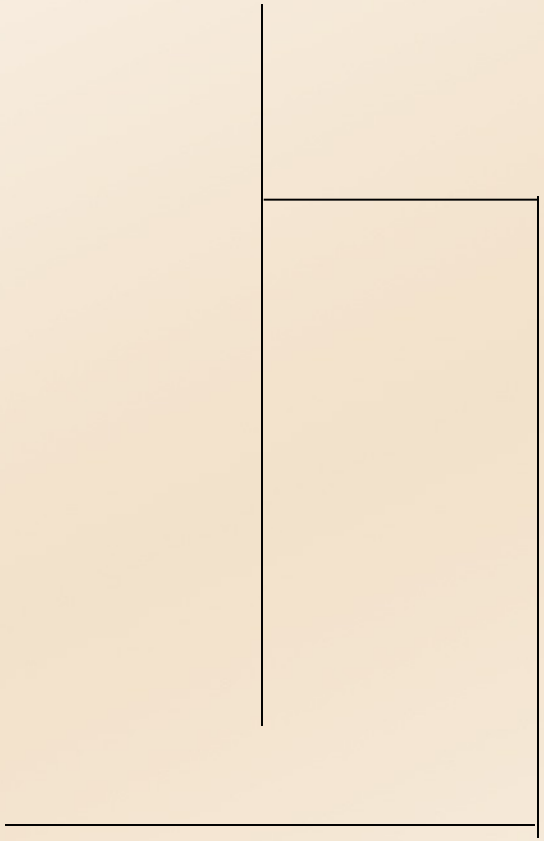


2003



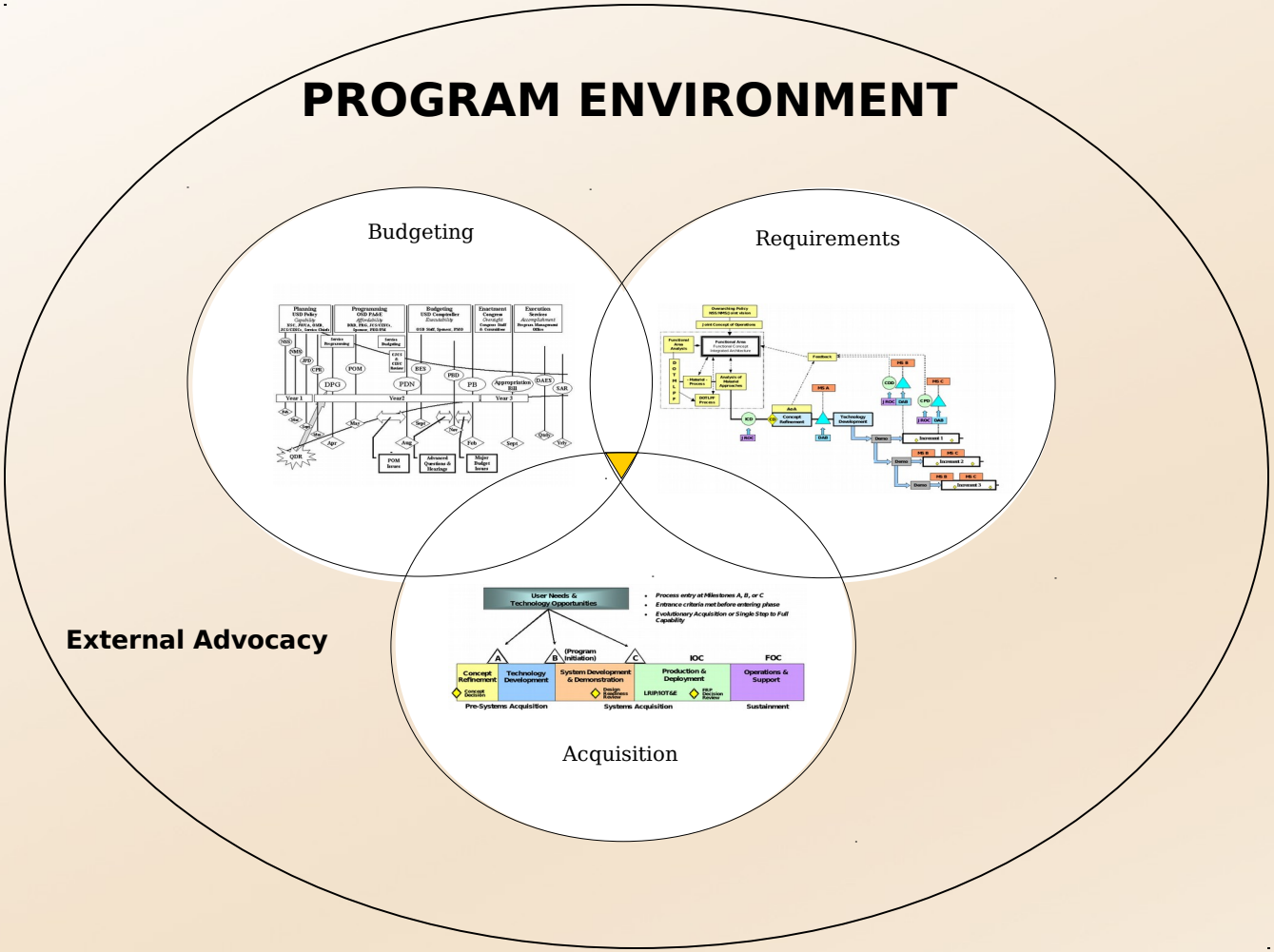
Assessment Resources

- Interviews w/ POC
  - Program Manager
  - Deputy Program Manager
  - Contracting Specialist
  - Technical Engineering Manager -
  - RDECOM
  - Life Cycle Support Manager -
  - XXXXX
  - User Representative -
  - XXXXX
  - XXXX
  - System Developer -
  - XXXXX
- Project Documentation/Briefings/Regulations
- Funding



Number : **98**
Timeframe: **April 1997 – April 2007**

Assessment Scope



Assessment Process

Program Assessment Categories

G Y R

- **Programmatic**
  - Pgm Mgt, BFM, Contracting and Purchasing, Ind Property Mgt, Gov Property Mgt

G Y R

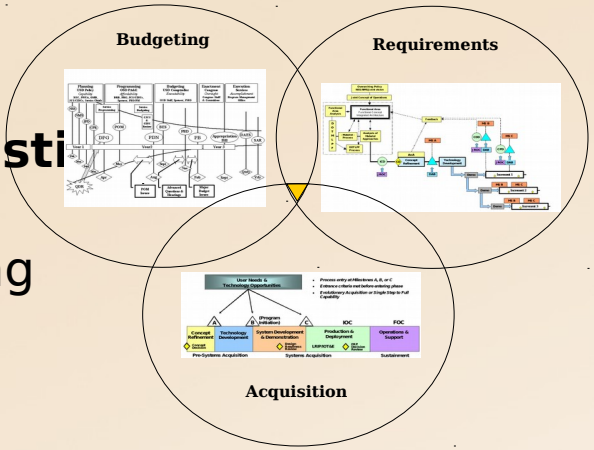
- **Engineering & Test**
  - Syst Eng, Test and Eval, S/W Acquisition Info Tech, S&T,
    Technical Integration

G Y R

- **Integration (Program) & Logisti**
  - PQM, Facilities Engineering,
    Life Cycle Logistics, Training

G Y R

- **Requirements & Advocacy**
  - Requirements Development,
    User Support



Program Consideration Areas

Programmatic

1.1 Reasonableness of Requirements
1.2 Verification of Requirements
1.3 Requirement Dependencies/External Interfaces
1.4 Interoperability/Net Readiness
1.5 Program Planning and Allocation
1.6 Program Continuity/Stability
1.7 Personnel Qualifications
1.8 Staffing
1.9 Acquisition Strategy
1.10 Feasibility of Acquisition Strategy
1.11 Program Schedule
1.12 Project Planning
1.13 Suitability of Project Planning
1.14 Project Organization
1.15 Suitability of Program Staff Experience
1.16 Risk Management
1.17 Program Management Techniques and Methods
1.18 Information Systems
1.19 Contracting/Subcontracting Conditions /Constraints
1.20 Cost/Schedule Accounting
1.21 Cooperative Agreements
1.22 Program Communications
1.23 IPPT/Teamwork
1.24 Environmental- Statutory & Regulatory
1.25 Environmental Policy

Engineering & Test

2.1 Reasonableness of Requirements
2.2 Verification of Requirements
2.3 Requirement Dependencies/External Interfaces
2.4 Interoperability/ Net Readiness
2.5 Program Resources
2.6 Feasibility of Acquisition Strategy
2.7 Program Schedule
2.8 Technology Assessment and Transition
2.9 Requirements Development
2.10 Functional Analysis and Allocation
2.11 Design Synthesis
2.12 System Integration, Test, and Verification
2.13 Transition to Deployment
2.14 System Technical Description
2.15 System Technical Architecture
2.16 System Technology Maturity
2.17 System Performance Parameters
2.18 Environmental- Statutory and Regulatory
2.19 Environmental Policy

Program Consideration Areas

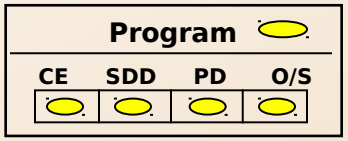
Integration & Logistics

3.1 Reasonableness of Requirements
3.2 Verification of Requirements
3.3 Requirement Dependencies/External Interfaces
3.4 Interoperability/Net Readiness
3.5 Program Resources
3.6 Program Continuity/Stability
3.7 Training
3.8 Program Resource Planning
3.9 Allocation and Utilization of Resources
3.10 Plant Layout
3. 11 Acquisition Strategy
3.12 Feasibility of Acquisition Strategy
3.13 Project Organization
3.14 Configuration Management
3.15 Quality Program
3.16 Technology Assessment and transition
3.17 System Integration, Test, and Verification
3.18 Transition to Deployment
3.19 Process Improvement
3.20 System Technical Architecture
3.21 System Technology Maturity
3.22 Government/Supplier Furnished Products
3.23 System Performance Parameters
3.24 Producibility and Production Planning
3.25 Production Support
3.26 Supportability and Maintainability
3.27 Environmental – Statutory and Regulatory
3.28 Environmental Policy

Requirements and Advocacy

4.1 Reasonableness of Requirements
4.2 Verification of Requirements
4.3 Requirement Dependencies/External Interfaces
4.4 Interoperability/ Net Readiness
4.5 Environmental- Statutory and Regulatory
4.6 Environmental Policy

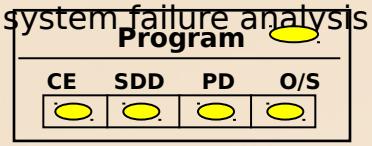
Findings - Preliminary



Programmatic

1.5 Program Planning and Allocation

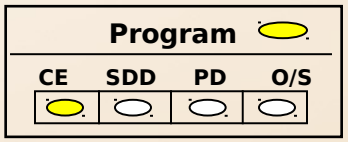
- Finding (**Weakness**)
  - Program funding and schedule profiles were too restrictive to allow adequate coverage of schedule, cost, or performance perturbations resulting in numerous APB breaches. Program experienced APB breaches requiring re-baselining actions in FY2000, 2002, 2003, 2004 (2), 2005, 2006. Funding adequacy was an issue throughout each phase of the program
- Impact
  - Inadequate funding resources results in unanticipated schedule delays while funding was obtained, additional work to plan contingency operations, and impeded program momentum
  - Multiple breaches and re-baseline activities were indicators of unidentified/unresolved program risks.
  - Inadequate funding precluded the accomplishment of system failure analysis activities by PMO or OEM.



1.16 Risk Management

- Finding (**Weakness**)
  - Program Risk, as identified in the FY2000 and 2003 SAMP addressed the cost risk in terms of the average unit cost of the material solution. The Average Unit Cost risk is assessed as “Low” in both documents despite the 296% increase of the Program Average Unit Cost (PAUC) between the APB’s attached to the respective documents.
  - There is no documented evidence of a risk management effort at the Program Management Office to address total program level risk.
- Impact
  - The lack of a total risk management program addressing various levels of “programmatic” risk was a contributor to managements inability to focus

Findings - Preliminary



Programmatic

1.23 IPPT / Teamwork

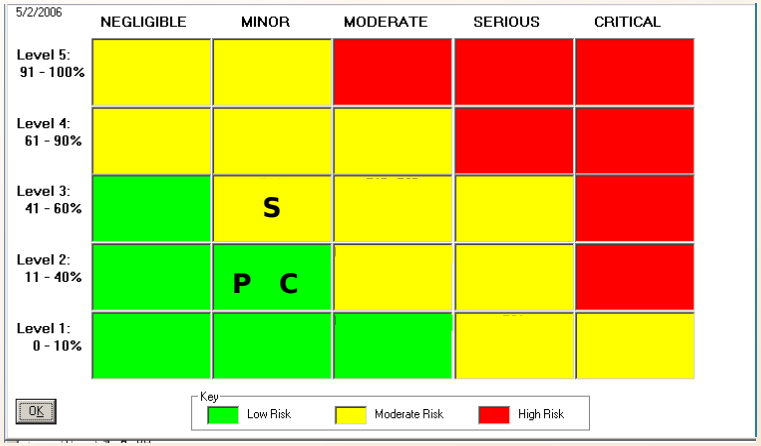
- Finding (**Strength**)
  - PMO very successful in setting up XXXXX XXXX XXXXXXX IPT in 1997 with well-thought out list of priorities (especially elimination of non-value added documents and processes). (Ref XXXXXXXX 70-1, para 9a).
- Impact
  - Provides the foundation for the identification and successful integration of all major stakeholders early on in the system development. Has potential to make significant positive impacts to the Program Life Cycle Cost.

Requirements and User Advocacy

4.1 Reasonableness of Requirements

- Finding (**Critical Weakness**)
  - Additional requirement in FY2002 for XXXXXXX variant significantly changed the mission and support requirements of the system. These changes were not assessed in a subsequent mission profile or manpower assessment. The ground launch requirement placed the system within the purview of AR95-23, Unmanned Aerial Systems Flight Regulation, with all associated UAV/Aviation policies and coordination procedures.
- Impact
  - PSYOP activities not postured with aviation management discipline and SOPs.
  - System flight operations requirements significantly increased without resultant increase in manpower or skill sets to accommodate additional workload. Mission risk significantly increased.

DAU Program Assessment Risks



DAU Program Review/ Assessment Team

John Adams	- Lead
Joe Schmoll	- Acq Mgt
Mike Chandler	- Sys Eng
Mike Kelly	- Contracting
Hal Ernest	- Prod & Log
Rob Roberts	- Budget/ Financial Mgt

DAU Red Team

Rick Gallman	- DAU-S
Dave Treshansky	- DAU-S
John Higbee	- DSMC

Performance – LOW

- ✓ Use of Functional Area Subject Matter Experts
- ✓ Review of Known Program Events / Activities
- ✓ Program Review Supplemental to provide consistency of review
- - Lack of Institutional Knowledge of XXXXXXX Events or Documentation

Cost – LOW

- ✓ DAU Performance Support Costing Structure
- ✓ Review Conducted on a Part-Time Basis
- - Potential Requirement for additional Site Visits for Fact Finding

Schedule – Medium

- - Availability of Review Team SME with Prior Commitments over Assessment Timeframe
- - Availability of Personnel to Host Fact Finding Visit